

ATTACHMENT A

Response to Question 5

5. Please attach a sheet designating contact persons to work with Staff on the following:

a) issues related to processing this application

Katherine A. Rolph
Brett P. Ferenczak
Counsel for @Link Networks, Inc.
Swidler Berlin Shereff Friedman, LLP
3000 K Street, N.W., Suite 300
Washington, D.C. 20007-5116
Telephone: (202) 424-7500
Facsimile: (202) 424-7645
Email: KARolph@swidlaw.com
BPFFerenczak@swidlaw.com

b) consumer issues

Constance L. Kirkendall
Regulatory Manager
2220 Campbell Creek Blvd, Suite 110
Richardson, Texas 75082
Telephone: (972) 367-1724
Facsimile: (972) 367-1775
Email: connie.kirkendall@link-us.net

c) customer complaint resolution

Constance L. Kirkendall
Regulatory Manager
2220 Campbell Creek Blvd, Suite 110
Richardson, Texas 75082
Telephone: (972) 367-1724
Facsimile: (972) 367-1775
Email: connie.kirkendall@link-us.net

d) technical and service quality issues

Constance L. Kirkendall
Regulatory Manager
2220 Campbell Creek Blvd, Suite 110
Richardson, Texas 75082
Telephone: (972) 367-1724
Facsimile: (972) 367-1775
Email: connie.kirkendall@link-us.net

e) "tariff" and pricing issues

Constance L. Kirkendall
Regulatory Manager
2220 Campbell Creek Blvd, Suite 110
Richardson, Texas 75082
Telephone: (972) 367-1724
Facsimile: (972) 367-1775
Email: connie.kirkendall@link-us.net

f) 9-1-1 issues

Constance L. Kirkendall
Regulatory Manager
2220 Campbell Creek Blvd, Suite 110
Richardson, Texas 75082
Telephone: (972) 367-1724
Facsimile: (972) 367-1775
Email: connie.kirkendall@link-us.net

g) security/law enforcement

Constance L. Kirkendall
Regulatory Manager
2220 Campbell Creek Blvd, Suite 110
Richardson, Texas 75082
Telephone: (972) 367-1724
Facsimile: (972) 367-1775
Email: connie.kirkendall@link-us.net

ATTACHMENT B

**Articles of Incorporation
and
Certificate of Authority to Transact Business in Illinois**

State of Wisconsin

DEPARTMENT OF FINANCIAL INSTITUTIONS

69 JUL -7 PM 3:00

I, RICHARD L. DEAN, Secretary, Department of Financial Institutions, do hereby certify that the annexed copy has been compared by me with the document on file in the Corporations unit of the Division of Corporate & Consumer Services of this department and that the same is a true copy thereof; and that I am the legal custodian of said document, and that this certification is in due form.



IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the official seal of the Department.


Richard L. Dean, Secretary
Department of Financial Institutions

DATE: JUN 24 1996

BY: Robert Kries

Effective July 1, 1996, the Department of Financial Institutions assumed the functions previously performed by the Corporations Division of the Secretary of State and is the successor custodian of corporate records formerly held by the Secretary of State.

@LINK MERGER SUB, INC. CI 2031876

WITH AND INTO

JUN 01 12:00PM

153273 EXPED 25

25.00

DAKOTA SERVICES, LTD. OI D026872

The undersigned officer of Dakota Services, Ltd., a Wisconsin corporation ("Dakota"), pursuant to Section 180.1105 of the Wisconsin Statutes, hereby certifies as follows:

1. The Plan of Merger by and between @Link Merger Sub, Inc., a Wisconsin corporation ("@Link Merger Sub"), and Dakota (the "Plan of Merger") is attached hereto as Exhibit A and made a part hereof.
2. The Plan of Merger was adopted and approved by the Board of Directors of Dakota as of May 6, 1999 and was approved by the Shareholders of Dakota as of May 27, 1999 in accordance with Section 180.1103 of the Wisconsin Statutes.
3. The Plan of Merger was adopted and approved by the Board of Directors and was approved by the sole shareholder of @Link Merger Sub as of May 27, 1999 in accordance with Section 180.1103 of the Wisconsin Statutes.
4. The Plan of Merger was adopted and approved by the Board of Directors of @Link Holdings, Inc., a Delaware corporation that is the parent corporation of @Link Merger Sub.
5. The proposed merger has complied with all applicable provisions of the laws of the State of Wisconsin.

IN WITNESS WHEREOF, Dakota Services, Ltd. has caused these Articles of Merger to be executed as of May 27, 1999

DAKOTA SERVICES, LTD.

By:


Theodore Lasser, President

This instrument was drafted by:

Peter J. Faust
O'Neil, Cannon & Hollman, S.C.
111 East Wisconsin Avenue, #1400
Milwaukee, Wisconsin 53202

99 MAY 28 PM 12:13

RECEIVED
STATE OF WISCONSIN

EXHIBIT A
PLAN OF MERGER

1. The names of the corporations proposing to merge are Dakota Services, Ltd., a Wisconsin corporation ("Dakota" or the "Surviving Corporation"), and @Link Merger Sub, Inc., a Wisconsin corporation ("@Link Merger Sub"). @Link Merger Sub is a wholly owned subsidiary of @Link Holdings, Inc., a Delaware corporation ("@Link Holdings, Inc.").

2. Subject to the terms and conditions of this Plan of Merger, as of the Effective Time (as defined below), @Link Merger Sub shall be merged with and into Dakota and the separate corporate existence of @Link Merger Sub shall cease (the "Merger"). Dakota shall be the Surviving Corporation and shall continue to be governed by the laws of the State of Wisconsin. The separate corporate existence of Dakota with all its rights, privileges, immunities, powers and franchises shall continue unaffected by the Merger. The Merger shall be effected in accordance with the applicable provisions of the Wisconsin Business Corporation Law and this Plan of Merger.

3. The Merger shall become effective as of 12:01 a.m. on June 1, 1999 (the "Effective Time").

4. The Articles of Incorporation of Dakota at the Effective Time shall be and remain the Articles of Incorporation of the Surviving Corporation, except that Article 1 shall be amended in its entirety to read as follows:

"The name of the corporation is @Link Networks, Inc."

5. At the Effective Time, each issued and outstanding share of common stock of Dakota shall be extinguished in the Merger, and in consideration thereof, @Link Holdings, Inc. will issue to the shareholders of Dakota 1 share of its Class A Common Stock, par value of .001¢ per share, and 5/8 of one share of its Class B Common Stock, par value of .001¢ per share, for each share of common stock, no par value, of Dakota owned by the shareholders of Dakota (the "Dakota Stock"). The Dakota Stock constitutes all of the issued and outstanding shares of capital stock of Dakota. After these transactions @Link Networks, Inc. f/k/a Dakota will be a wholly-owned subsidiary of @Link Holdings, Inc.

6. Dakota, @Link Merger Sub and @Link Holdings, Inc. intend that the Merger shall constitute a tax-free reorganization within the meaning of Section 368(a)(1)(A) and Section 368(a)(2)(E) of the Internal Revenue Code of 1986, as amended.

7. This Plan of Merger may be terminated and the Merger may be abandoned at any time before the Effective Time by the Board of Directors of Dakota, @Link Merger Sub or @Link Holdings, Inc. if any such Board of Directors determines that the Merger is not in the best interests of its respective corporation.

ARTICLES OF MERGER _ Ch. 180

3LINK MERGER SUB, INC.

01 L031896

into

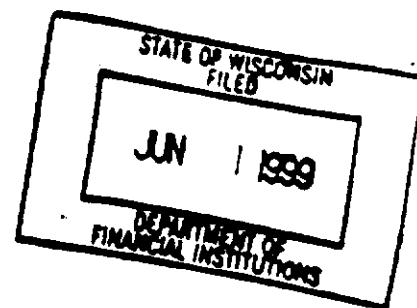
DAKOTA SERVICES, LTD.

01 D026872

- Survivor -

Amends articles of incorporation
of survivor to

CHANGE CORP NAME





DEPARTMENT OF FINANCIAL INSTITUTIONS

To All to Whom These Presents Shall Come, Greeting:

I, RICHARD L. DEAN, Secretary, Department of Financial Institutions, do hereby certify that

DAKOTA SERVICES, LTD.

is a domestic corporation organized under the laws of this state and that its date of incorporation is March 6, 1997.

I further certify that corporation has, within its most recently completed report year, filed an annual report required under ss. 180.1622, 180.1921 or 181.1622, Wis. Stats., and that it has not filed articles of dissolution.



IN TESTIMONY WHEREOF, I have
hereunto set my hand and affixed the official seal
of the Department on May 7, 1999

A handwritten signature in black ink, appearing to read "Richard L. Dean".

RICHARD L. DEAN, Secretary
Department of Financial Institutions

BY: *Robert Kavis*

Effective July 1, 1996, the Department of Financial Institutions assumed the functions previously performed by the Corporations Division of the Secretary of State and is the successor custodian of corporate records formerly held by the Secretary of State.

SRAM

ARTICLES OF INCORPORATION
OF
DAKOTA SERVICES, LTD.

97 MAR 8 18:00

The undersigned incorporator hereby adopts the following articles of incorporation for the purpose of forming a corporation (the "corporation") under the Wisconsin Business Corporation Law, ch. 180, Stats.

MAR 06 12:00PM

ARTICLE 1
Name

178323 CORP-WI 100.00

The name of the corporation is Dakota Services, Ltd.

ARTICLE 2
Authorized Shares

The aggregate number of shares that the corporation shall have authority to issue is 10,000. The corporation's authorized shares shall consist of one class only and shall be designated as common stock ("common stock"), without par value.

ARTICLE 3
Registered Office and Registered Agent

The street address of the corporation's initial registered office is 212 W. Wisconsin Ave. #700, Milwaukee, WI 53203. The name of the corporation's initial registered agent at this address is Glenn A. Hall.

ARTICLE 4
Incorporator

The name and address of the incorporator of the corporation is Glenn A. Hall, 212 W. Wisconsin Ave. #700, Milwaukee, WI 53203.

ARTICLE 5
Preemptive Rights

The corporation elects to have preemptive rights.

ARTICLE 6
Restrictions on Transfer

If the corporation's shareholders enter into one or more unanimous written agreements with the corporation that impose limitations on the transfer of shares of the corporation's stock or that otherwise provide for the purchase and sale of outstanding

11 A 076827

IN WISCONSIN
COUNTY OF MILWAUKEE
FILED FOR RECORD
JAN 10 1997

shares upon the happening of certain events and contingencies, each such agreement shall be binding on the parties to the agreement in all respects, and any attempted transfer of shares in violation of the agreement's terms and provisions shall be void and ineffective in all respects. If any such agreement so provides, all persons who subsequently acquire shares shall be bound by the agreement's terms and provisions as if they were signatories to the agreement.

Dated: March 4, 1997.

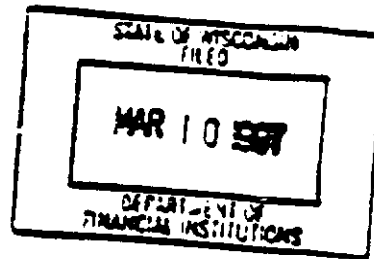
Glenn A. Hall
Glenn A. Hall
Incorporator

This document was drafted by
Attorney John A. Iodrow
John Miller Carroll, S.C.
212 W. Wisconsin Ave. #212
Milwaukee, WI 53203

**ARTICLES OF
INCORPORATION**

Chap. 180

\$100.00
Kc



Return acknowledgment copy to:

**JOHN MILLER CARROLL
LAW OFFICES
212 N. Wisconsin Ave., Ste. 1000
Milwaukee, WI 53208
(414) 291-8406**

State of Illinois
Office of
The Secretary of State

Whereas, APPLICATION FOR AMENDED CERTIFICATE OF AUTHORITY OF
@LINK NETWORKS, INC.
INCORPORATED UNDER THE LAWS OF THE STATE OF WISCONSIN HAS BEEN
FILED IN THE OFFICE OF THE SECRETARY OF STATE AS PROVIDED BY THE
BUSINESS CORPORATION ACT OF ILLINOIS, IN FORCE JULY 1, A.D. 1984.

Now Therefore, I, Jesse White, Secretary of State of the State of Illinois, by virtue of the powers vested in me by law, do hereby issue this certificate and attach hereto a copy of the Application of the aforesaid corporation.

In Testimony Whereof, I hereto set my hand and cause to be
affixed the Great Seal of the State of Illinois,
at the City of Springfield, this 27TH
day of JULY A.D. 1999 and of
the Independence of the United States the two
hundred and 24TH .



C-212.2

Jesse White

Secretary of State

APPLICATION FOR AMENDED
CERTIFICATE OF AUTHORITY TO
TRANSACTION BUSINESS IN ILLINOIS

File # 59705938

Jesse White
Secretary of State
Department of Business Services
Springfield, IL 62756
Telephone (217) 782-1837
<http://www.sos.state.il.us>

FILED

JUL 27 1999

JESSE WHITE
SECRETARY OF STATE

SUBMIT IN DUPLICATE

This space for use by
Secretary of State

Date 7-27-99

Filing Fee \$25.00

Approved: [Signature]

Remit payment in check or money
order, payable to "Secretary of State."

1. (a) CORPORATE NAME: Dakota Services, Ltd
(b) If changed, NEW CORPORATE NAME: GLINK NETWORKS, INC.
(c) (Complete only if the new corporate name is not available in this state.)
ASSUMED CORPORATE NAME: _____
(By electing this assumed name, the corporation hereby agrees NOT to use its corporate name in the transaction of business in Illinois. Form BCA 4.15 is attached.)
2. (a) State or Country of Incorporation: Wisconsin
(b) If changed, Period of Duration: No Change
3. (a) If changed, Purpose or Purposes proposed to be pursued in transacting business in this State:
(If not sufficient space to cover this point, use reverse side or add one or more sheets of this size.)

4. This application is accompanied by a copy of the articles of Amendment to the Articles of Incorporation, if any, as evidence of any change of name, duration or purpose reported herein, such copy being duly authenticated by the proper officer of the state or country wherein the corporation is incorporated, which certification is not more than ninety (90) days old. The filing fee for the certified copy of the Articles of Amendment is \$25 unless the amendment acts as a restatement of the Articles of Incorporation, in which case the filing fee is \$100. In the event the statutory change was effected in a merger, a certified copy of the merger is required, plus applicable fee.

5. The undersigned corporation has caused this statement to be signed by its duly authorized officers, each of whom affirms, under penalties of perjury, that the facts stated herein are true. (All signatures must be in BLACK INK.)

Dated June 15, 1999 (Month/Day) (Year)
attested by Jean Tilley
(Signature of Secretary or Assistant Secretary)
Jean Tilley
(Type or Print Name and Title)

GLINK NETWORKS, INC.
(Exact Name of Corporation)
by Ted Lasser
(Signature of President or Vice-President)
Ted Lasser
(Type or Print Name and Title)

EXPEDITED

JUL 27 1999

SECRETARY OF STATE

Form **BCA-14.30**

(Rev. Jan. 1999)

Jesse White
Secretary of State
Department of Business Services
Springfield, IL 62756
Telephone (217) 782-6961
http://www.sos.state.il.us

CUMULATIVE REPORT OF CHANGES IN ISSUED SHARES AND IN PAID-IN CAPITAL

(PLEASE TYPE OR PRINT LEGIBLY IN INK)

File # 571057150Date 7-27-99

License Fee \$
Franchise Fee \$
Filing Fee \$
Penalty \$
Interest \$
Approved:

1. CORPORATE NAME: Dakota Services, Ltd.2. STATE OR COUNTRY OF INCORPORATION: Wisconsin

3. Authorized and issued shares as last reported:

Class	Series	Par Value	Number Authorized	Number Issued
Common	-	None	25,000,000	12,145,912

4. Paid-in Capital as last reported: \$ 1,501,250.00

*In any document other than an annual report

5. CURRENT REPORTING PERIOD TRANSACTIONS: (NOTE 1)

- List the total issuances and exchanges of shares by class not previously reported to the Secretary of State and give the value of the entire consideration received (less expenses paid or incurred in connection with such issuances) and added or transferred to paid-in capital for or on account of such shares.
- List the total amount added or transferred to paid-in capital without the issuance of shares. (Contributions)
- List the total of all cancellations of shares by class not previously reported to the Secretary of State and the cost to paid-in capital for acquiring such shares.
- List the total amount subtracted from paid-in capital without a cancellation of shares, but as permitted by Section 9.20 of the Illinois Business Corporation Act. (Reductions)

	Class of Shares	Series	Par Value	Number of Shares	Consideration Received/Cost
Issuance or Contributions	Common	-	None	43,300	\$ 21,170.00
					\$
					\$
					\$
Cancellations or Reductions	Treasury stock and error on prior annual report			(1,700)	\$ (298,585.00)
					\$ ()
					\$ ()
(State reason for reduction if no shares were cancelled, see Note 6.)				Cumulative Change (enter on line (6a) below) (NOTE 2)	\$ (277,415.00)

6. FRANCHISE TAX AND FEES:

(No additional franchise tax is due when cumulative change is negative amount.)

(a.) CUMULATIVE CHANGE

(b.) APPLICABLE ALLOCATION FACTOR (NOTE 3)

(c.) TAXABLE ILLINOIS CAPITAL (Multiply line (a) by line (b))

(d.) Multiply line (c) by .0015 (Round to nearest cent)

(e.) ADDITIONAL FRANCHISE TAX (Enter amount from line (d))

(f.) If Cumulative Report is late, multiply line (e) by .10 (Penalty)

(g.) If Additional Franchise Tax is late, multiply line (e) by .01

(h.) If Cumulative Report is late or part thereof (Interest)

(i.) TOTAL AMOUNT DUE (Add line (e) + line (f) + line (g) + line (h))

a.	(277,415.00)	
b.		
c.		
d.		
e.	0	
f.	0	
g.	0	
h.		5.00
i.	\$5.00	

EXPEDITED

FILING FEE (\$)

SECRETARY OF STATE

(COMPLETE BOTH SIDES OF REPORT)
6 & 9 MUST BE COMPLETED

7. TRANSACTIONS OCCURRING DURING PREVIOUS REPORTING PERIOD(S) AND NOT REPORTED TO THE SECRETARY OF STATE; (note 4)

(The Secretary of State will compute fees, taxes, and penalties resulting from the following transactions.)

Date	Class of Shares	Series	Par Value	Number of Shares	Consideration Received/Cost
Issuance or Contributions					\$
					\$
					\$
					\$
Cancellations or Reductions					\$ ()
(state reason for reduction if no shares were cancelled see Note 6.)					\$ ()
					\$ ()

FILED

JUL 27 1999

JESSE WHITE
SECRETARY OF STATE

8. Authorized and issued shares after changes:

Class	Series	Par Value	Number Authorized	Number Issued
Common	-	None	25,000,000	12,187,512

9. Paid-in Capital after changes: \$ 1,223,835.00

("Paid-in Capital" replaces the terms Stated Capital and Paid-in Surplus and is equal to the total of these accounts.)

ITEM 10 MUST BE SIGNED

10. The undersigned corporation has caused this statement to be signed and attested by its duly authorized officers, each of whom affirms, under penalties of perjury, that the facts stated herein are true.

Dated July 22, 1999 @Link Networks, Inc.
(Month & Day) (Year) (Exact Name of Corporation)

attested by Jean Tilley by Ted Lasser
(Signature of Secretary or Assistant Secretary) (Signature of President or Vice President)

Jean Tilley Ted Lasser
(Type or Print Name and Title) (Type or Print Name and Title)

NOTES

- Note 1. "Current reporting period" for a corporation which has not established an extended filing month means the 12 month period ending with the last day of the third month prior to its anniversary month in the current year. In the case of a corporation which has established an extended filing month, the "current reporting period" refers to the 12 month period ending with the corporation's most recent fiscal year end.
- Note 2. "Cumulative change" means the difference arrived at by subtracting all reductions, as permitted by Section 9.20 of the Illinois Business Corporation Act, in paid-in capital (if any) from all increases in paid-in capital (if any). However, reductions reported on a document filed after the statutory due date cannot be netted against increases and do not reduce the basis for the annual franchise tax until the subsequent year.
- Note 3. "Applicable allocation factor" means the allocation factor established at the time of filing the annual report for the previous year. However, if no annual report was filed for the previous year, the applicable allocation factor will be that factor established on the articles of incorporation for a domestic corporation or on the application for original certificate of authority for a foreign corporation.
- Note 4. "Previous reporting period" means any time period occurring prior to the current reporting period.
- Note 5. If there have been changes reported in item 5 or 7 of the 14.30, Form 14.30 must be submitted with the enclosed Annual Report, in the same envelope.
- Note 6. Pursuant to Section 9.20 of the Illinois Business Corporation Act, paid-in capital may be reduced without cancellation of shares only through dividends paid on preferred shares, distributions as liquidating dividends or pursuant to an approved reorganization in bankruptcy that specifically directs the reduction to be effected.

Form

BCA-14.35**REPORT FOLLOWING MERGER
OR CONSOLIDATION**

(Rev. Jan. 1999)

File # 59705938

Jesse White
Secretary of State
Department of Business Services
Springfield, IL 62756
Telephone (217) 782-6961
<http://www.sos.state.il.us>

FILED

JUL 27 1999

JESSE WHITE
SECRETARY OF STATE

DO NOT SEND CASH

This space for use by
Secretary of State

Date 7-27-99
Franchise Tax \$
Filing Fee \$ 5.00
Penalty \$
Interest \$

Approved:

Remit payment in check or money
order, payable to "Secretary of State."

1. CORPORATE NAME: @Link Networks, Inc.2. STATE OR COUNTRY OF INCORPORATION: WISCONSIN

3. Issued shares of each corporation party to the merger prior to the merger:

Corporation	Class	Series	Par Value	Number of Shares
@Link Merger, Sub, Inc.	Common	-	\$0.01	1,000
Dakota Services, Ltd.	Common	-	None	12,187,512

4. Paid-in Capital of each corporation party to the merger prior to the merger:

Corporation	Paid-in Capital
Dakota Services, Ltd.	\$ 1,223,835.00
@Link Merger Sub, Inc.	\$ 10.00
	\$
	\$
	\$

5. Description of the merger: (Include effective date and a brief explanation of the conversion as stated in the plan of merger.)

@Link Merger Sub, Inc. merged with and into Dakota Services, Ltd. as of 12:01 a.m. on June 1, 1999. Dakota Services, Ltd. was the surviving Corporation. Upon the effective time of the merger, Dakota Services, Ltd. changed its name to @Link Networks, Inc. The Dakota Service

Ltd. shareholders received for each Dakota Services Ltd. share 1 share of the parent corp

@Link Holdings, Inc.

6. Issued shares after merger:

Class	Series	Par Value	Number of Shares
Common	-	None	1,000

EXPEDITED7. Paid-in Capital of the surviving or new corporation: \$ 1,223,845.00

JUL 27 1999

("Paid-in Capital" replaces the terms Stated Capital and Paid-in Surplus and is equal to the total of these accounts.)

SECRETARY OF STATE**ITEM 8 MUST BE SIGNED**

8. The undersigned corporation has caused this statement to be signed by its duly authorized officers, each of whom affirms, under penalties of perjury, that the facts stated herein are true.

Dated July 22, 1999
(Month & Day) (Year)

attested by Jean Tilley
(Signature of Secretary or Assistant Secretary)
Jean Tilley
(Type or Print Name and Title)

@Link Networks, Inc.
(Exact Name of Corporation)
Ted Lasser
(Signature of President or Vice-President)
Ted Lasser
(Type or Print Name and Title)

ATTACHMENT C

Management Biographies (Response to Question 13)

@Link Networks, Inc. (“@Link”) has assembled an outstanding and experienced team of industry professionals to achieve its mission of market leadership. @Link’s executive team members have developed substantial expertise in the telecommunications and data service industry, and have held key technical, marketing and financial positions at leading DSL equipment and CLEC services companies. The following summaries highlight management’s extensive background:

@Link Networks, Inc. – Management Team

Alexander H. Good, Chairman & Chief Executive Officer

Mr. Good comes to @Link Networks from Bell Atlantic with over 15 years of telecommunication experience. As Bell Atlantic's Executive Vice President for Corporate Strategy, Development and Performance Assurance, Mr. Good reported to the Office of the Chairman and was a member of Bell Atlantic's eight-person Executive Committee. He was directly responsible for the corporation's strategic initiatives, mergers and acquisitions, corporate development initiatives, and monitoring performance of all business units. Among his most recent accomplishments were overseeing and heading the integration teams for both the Bell Atlantic/NYNEX and Bell Atlantic/GTE mergers. Prior to this position, he served as Corporate Senior Vice President in the same capacity and as President and Chief Executive Officer of Bell Atlantic International, Inc. Prior to joining Bell Atlantic, he was Senior Vice President of Mobile Telecommunications Technologies Corporation (MTEL) and President of its MTEL International unit. Earlier in his professional career, Mr. Good was appointed by President Reagan to several key positions in the U.S. government, including Assistant Secretary of the Department of Commerce from 1985 to 1988. He also worked with the law firms of O'Melveny & Myers and Jones Day Reavis & Pogue, where his practice focused on matters including international telecommunications and cable television transactions. Mr. Good received an AB from the University of California, Berkeley and a JD from Loyola University School of Law in Los Angeles.

Hank Carabelli, President & Chief Operating Officer

Mr. Hank Carabelli earned a BA in marketing from the University of Michigan and a Masters of Business in Finance from the University of Detroit. Prior to joining @Link, he held various positions with Ameritech, including Division Manager of Switching, General Manager of Network Provisioning, and Vice President of Quality Integration. Mr. Carabelli was most recently with ICG Communications, Inc. While there he held key positions including Senior Vice President of Corporate Communications and Chief Operating Officer of Telecom Group. As Chief Operating Officer, he was responsible for Network Operations, Engineering, Service Reliability, Planning, and Process Standards. He oversaw operations serving five market clusters, 6,100 buildings, 1,800 people, and over 5,000 miles of fiber. He also held responsibility for a nationwide fiber backbone serving in excess of 200 POPS and 700 cities.

Raymond O'Brien, Chief Marketing Officer

Mr. O'Brien has nearly 30 years of proven accomplishments in the E-commerce, telecommunications, and energy industries. He has experience in successfully managing an array of disciplines in large corporations. As the Executive Vice President at Simplicity, Ray helped shape, develop, and manage business development activities, customer care strategies and service provider management. From 1996-1999, as Executive Vice President of Stratoil Energy, Mr. O'Brien increased overall sales by 48%, and market share in target industries by 40%. While Senior Vice President at Skytel Corp. from 1992-1996, he was recognized as one of the top 100 Marketing Executives in the U.S. and won awards for his excellence in direct

marketing and advertising effectiveness. Before joining Skytel Corp., Mr. O'Brien held a number of key management positions with Sprint Corp., including President-Eastern Business Market Groups and President-National Sales Division. As President of the National Sales Division, he was responsible for an organization of 2000 people and 1.2 billion dollars in revenue. Mr. O'Brien is a graduate of Syracuse University. He is a state level soccer referee.

Douglas Zolnick, Chief Technology Officer

Mr. Zolnick has over 13 years of experience in the telecommunications industry. His background and expertise is in the areas of multi-service access, transmission, core switching, transparent LAN service, Frame Relay, ISDN, BISDN, SONET, SDH, cell relay, circuit emulation, Internet access and distribution. He has worked with EDS*LINK, EDS video conferencing and GM Infranet IP. He is experienced with ATM, LAN/V LAN switching / routing technologies. He has held assignments across the industry with companies like EDS, Xylan, DSC, and NTIA Institute of Telecommunications Sciences and BDM Corporation. Mr. Zolnick holds a Bachelors Degree in Business with a minor in Electrical Engineering from the University of Colorado and has his EIT certification.

Tim O'Neill, Chief Network Officer

Mr. O'Neill has 20 years of successful experience in the telecommunications industry. Formerly Vice President of Network Operations at NextLink, he was responsible for operations and engineering in SS7, LNP and broadband data networks in 25 cities nationwide. Mr. O'Neill has held officer and director level positions in network architecture, software development, engineering and operations at Time Warner Telecom. He has held key management positions with companies such as Internet Communications, Time Warner Communications, AT&T and Motorola. Mr. O'Neill holds a BSEE from the University of Illinois and a MS in Computer Science with Distinction from the De Paul University in Illinois.

Dan Garvey – Vice President of National Whole Sale Services

Mr. Garvey brings over 12 years of sales and marketing experience to @Link. He was Sales Manager for McLeod USA and was responsible for all aspects of recruiting, hiring, training coaching and managing a regional sales and support staff. Prior to McLeod Mr. Garvey developed and maintained a sales and marketing strategy for the regional interconnect.Allcom and marketed telecommunications and data products to enterprise customers for them. Mr. Garvey joined @Link as Regional Sales Manager where he structured the current sales staff compensation strategies and many of the early marketing concepts. In his current role with @Link he is responsible for building and directing the National Wholesale Sales organization. His organization is focused on developing long term strategic relationships with ISP's and data network providers that will sell @Link services to their target markets.

Thomas M. Jannsen, CPA – Vice President of Finance

Mr. Jannsen has 22 years of experience in Public Accounting. He was a shareholder and partner in the firm of Jannsen and Co., S.C. Mr. Jannsen provided CPA / consulting services to @Link prior to accepting the position of Vice President of Finance. He has provided strategic direction to @Link in areas of capital formation, operations, finance, leasing and vendor contracts. His public accounting experience has given him cross industry background in telecommunications, real estate and real estate development, advertising, printing, wholesale distribution and manufacturing. Mr. Jannsen has served as chair of the management consulting services committee of CPA America, Inc. Mr. Jannsen is also a member of AICPA and the WICPA, where he serves on the public policy committee. He is involved in ScoutNet 2000 for the local Boy Scouts of America council. He has a BBA in accounting from the University of Wisconsin–Milwaukee.

David R. Bornmann, Vice President of Marketing

Mr. Bornmann is a successful marketing professional with over 13 years of marketing experience in a number of highly competitive industries including information technology, wireless communications and energy. As Vice President of Marketing he has successfully managed all aspects of marketing including: marketing strategy; advertising; public relations; market research; database marketing; corporate communications; web site creation and management; and market analysis. Dave's work history includes a variety of marketing roles for SkyTel, SBC Communications/Cellular One, Andersen Consulting and Statoil Energy. He received an MBA in Marketing from the Kellogg Graduate School of Management at Northwestern University and a BA in Economics from Swarthmore College.

Wayne Bell, Vice President of Product Marketing & Development

Mr. Bell brings over seven years of telecom experience that includes a dynamic range of experience from Network Planning and Engineering, Operations, Sales, and Product Marketing and Development. He has an undergraduate degree in Marketing, as well as a Masters in Business Administration. Other skills that will contribute to the success of @Link include Program and Project Management, Cross-functional team leadership, Process development and improvement, Performance Measurement development, and OSS integration solutions.

Aundra Goodrum, Vice President of Sales

Mr. Goodrum has over 19 years of experience in the telecommunications and computing industries. Mr. Goodrum has held executive level positions in sales and account management with companies including AT&T Bell Laboratories, Bellcore, US WEST and most recently Objective Systems Integrators. He has developed and managed high performance sales organizations and structures and has consistently exceeded business targets. He also developed, implemented and managed the technical training program for a major RBOC targeted at their Data Communications business initiative. He pursued his BS degree in Computer Science from Iona College in Yonkers New York.

Robert Shofi, HR & Organizational Development

Mr. Shofi brings 14 years of Human Resources and Operations experience to @Link. He has been involved with several companies that were in a start up or turn around mode and has experience in the integration of newly acquired companies. Bob has four years of operations experience at the Senior Management level. Responsibilities in that area include sales /service call center development and implementation, model office development and process re-engineering. Mr. Shofi served as Senior Vice President of Corporate Development for Zurich Insurance. In his previous position, Mr. Shofi was Vice President of Operations for a non standard insurance company. Mr. Shofi has his degree in Psychology from the University of Florida.